HUMAN RESOURCE STRATEGIES FOR EMPLOYERS

BEYOND PAY AND BENEFITS

Alberta Employers' Effective Practices

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Catalogue Item #708381

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ISBN 978-0-7785-5404-2

07/2008 – 20M

All photos in this booklet are for illustrative purposes only. They are not actual photos of any individuals mentioned.

Cover printed on 25% post-consumer recycled paper
Inside text printed on 30% post-consumer recycled paper

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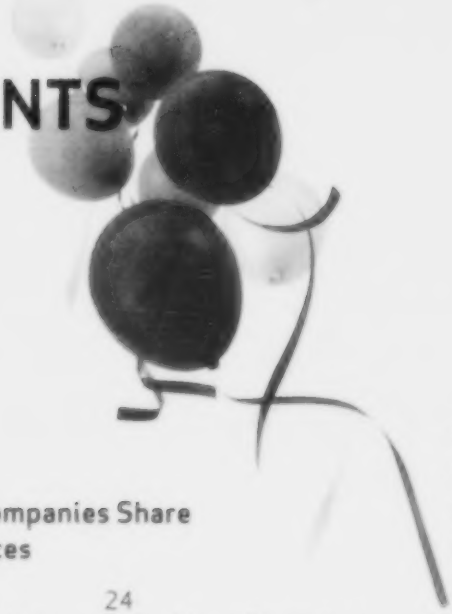

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ABOUT THIS PUBLICATION

Are you an Alberta employer looking for strategies that go beyond direct pay and traditional benefits to attract and keep workers?

Beyond Pay and Benefits features nine Alberta employers' solutions to labour shortages—and the positive, and often surprising, results they've achieved.

The employers profiled in large and small businesses represent sectors from retail and hospitality to not-for-profit and manufacturing. Read on to find ideas that have worked for these Alberta employers—ideas you may be able to apply to your own business.

THIS PUBLICATION FEATURES:

CREATIVE STRATEGIES TO ATTRACT AND KEEP EMPLOYEES. Learn more about the business case for exploring creative options to attract and keep staff, what workers look for in a job, examples of effective approaches used by other employers, and why work-life balance and employee engagement matter.

STRATEGIES AND IDEAS FROM EMPLOYERS. Nine Alberta employers talk about their approaches to recruit and retain quality employees. Tips and information on human resources strategies and related programs are also included.

ACCESS TO FURTHER RESOURCES. Here you'll find a helpful list of publications, online resources and other materials to help you move beyond pay and benefits.

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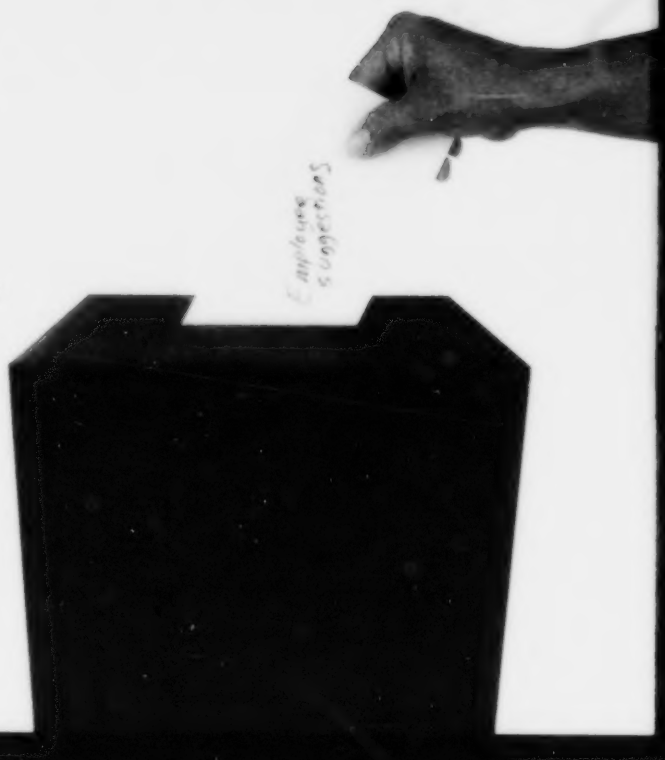
CREATIVE STRATEGIES TO ATTRACT AND KEEP EMPLOYEES

What many people refer to as job perks are examples of employers going beyond offering basic pay and typical benefits.* Yet finding creative solutions to attract and keep workers is not simply about giving employees gift certificates or a trip to Mexico. **It's about asking employees** what they want and need, then acting on that information, fostering an environment that gives them a sense of accomplishment from their work, and being flexible enough to meet the individual needs of each employee.

*In this publication the term "pay" refers to basic pay or income for work provided. Sometimes employers provide financial compensation in other ways, such as providing subsidized meals in a staff cafeteria or reimbursing tuition for work-related classes. This type of financial assistance is beyond typical pay.

*People often mean different things when they talk about "benefits." Basic benefits usually includes paid vacation, medical, life, accident and disability insurance, and maternity and parental leave. Many organizations also provide extended benefits such as dental, vision and pension plans. In this publication, "beyond pay and benefits" refers to benefits in addition to the basic and extended benefits cited here.

Creative solutions can be monetary or non-monetary, work-related or non work-related. Some may involve rewards, usually governed by formal company policies, and some may involve **recognition** or informal ways of showing appreciation. Some may be linked to performance, while others are available to all employees.



APPROACHES THAT HAVE WORKED FOR SOME COMPANIES:

- a bonus for a cost-saving suggestion
- employee birthday celebrations
- casual dress days
- contributions to an employee's charity of choice
- providing paid time or other support for employees volunteering in the community
- financial assistance for adoption
- free or subsidized food
- free or subsidized parking
- free or subsidized public transit
- gift certificates and cash awards
- housing allowance
- matching RRSP contributions
- on-site cafeteria
- personal interest-free loans for purchasing computers
- product discounts
- sabbaticals earned after 10 years
- scholarships for children of employees
- staff functions, parties and events
- stock options
- training account for self-development
- tuition reimbursement
- annual trips to holiday destinations for employees and their families

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MOVING BEYOND PAY AND BENEFITS

The Alberta employers that have shared their experiences here are all adamant that going beyond pay and traditional benefits is increasingly important if you want to keep quality employees.

Employers interviewed for this publication considered work-life balance and employee engagement the two most important factors in attracting and keeping good employees.

WORK-LIFE BALANCE is about balancing the competing demands of work, family, home and community life. Canadians cite work-life balance as the second most important reason they are attracted to a job, topped only by pay.

A 2005 survey of 5,175 respondents by Towers Perrin* shows that

- while work-life balance is important for all age groups, it is at the top of the list for Canadians aged 30 to 44
- work-life balance is the third most important attraction for employees between the ages of 18 to 29, behind career advancement and competitive base pay
- for employees between the ages of 45 to 54, work-life balance is the third most important attraction, behind competitive base pay and competitive benefits

In surveys, companies across Canada have reported that work-life balance programs have helped to†

- attract new employees
- increase retention of valuable employees
- reduce absenteeism
- limit latecomers
- increase productivity
- improve employee satisfaction
- improve customer service and relationships among co-workers
- increase employee participation in training and education programs

Research shows that the total cost of replacing an employee, counting direct and indirect costs, is within the range of 70 to 200 per cent of the employee's annual salary.

*Taking the First Step Toward Workforce Effectiveness: Understanding the Employee Perspective, Towers Perrin Global Workforce Study–Canada, **www.towersperrin.com**

†Reprinted from the tip sheet Employers: How Work-Life Balance Can Benefit Your Business, available at **alis.alberta.ca/tips**

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Engaged empoyees are more likely to stay at a job they like, the study notes, saving the employer time and money.

Alberta companies have found many ways to address work-life balance that go beyond pay and benefits. Some involve major commitments such as providing on-site day care or eldercare. But there are many other ways to support employees. For example, one Alberta company offers employees drop-off dry cleaning services.

OPTIONS TO CONSIDER:

- allowing employees to bank hours for later use
- providing child care facilities
- providing eldercare facilities
- offering employee assistance programs (e.g. to assist employees and their families with personal concerns such as family, financial or marital problems)
- providing extended parental leave
- offering employees a choice in vacation times
- creating flexible work schedules
- providing job redesign
- supporting job sharing
- providing on-site fitness facilities or paid memberships
- offering on-site health clinics, massage therapy
- providing part-time work
- offering personal leaves or personal days
- offering shortened work weeks
- allowing employers to work from home (telecommuting)
- providing wellness programs (e.g. nutritional counselling, smoking cessation)

EMPLOYEE ENGAGEMENT refers to how committed and satisfied an employee is in their job, their workplace and their overall employment. Engaged employees feel a sense of connection and involvement with their job and their organization.

More than 100,000 Canadian employees and 2,000 leaders and human resources professionals participated in Hewitt Associate's Best Employers in Canada 2007 study. (To find out more, visit **www.hewitt.com/bestemployerscanada.**) According to the study, the more engaged an employee, the more they contributed to their workplace—and ultimately to a company's bottom line. The top 20 publicly traded companies achieved an average compound annual growth rate of 12.9 per cent in net sales over five years, compared with 4.9 per cent for those publicly traded companies among the lowest 20 of participating companies. Engaged employees are more likely to stay at a job they like, the study notes, saving the employer time and money. The study also found that, at 61 per cent, Alberta has the lowest rate of employee engagement in Canada, compared with the Canadian average of 63 per cent. The low rate was attributed partly to Alberta's thriving economy, which makes it easier for workers to change jobs.

In *Getting Engaged: The New Workplace Loyalty* (**www.gettingengaged.ca**), Dr. Tim Rutledge lists several things businesses can do to foster employee engagement:

- Communicate the big picture.
- Implement flexible work arrangements.
- Promote individual learning.
- Differentiate performances (e.g. employees who produce superior results get higher ratings).
- Banish command and control (the management style of dividing employees into those who give direction and those who take it).
- Recognize achievements.

In the next section, you will read about the strategies several Alberta employers have used to increase their employees' engagement.

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NINE ALBERTA COMPANIES SHARE THEIR EXPERIENCES

In the following pages, Alberta employers candidly discuss their experiences recruiting and retaining employees. Although every workplace faces unique challenges, **you may find ideas** and **approaches** that apply to your workplace. Many of the companies profiled here say other organizations are one of their best sources of new ideas.

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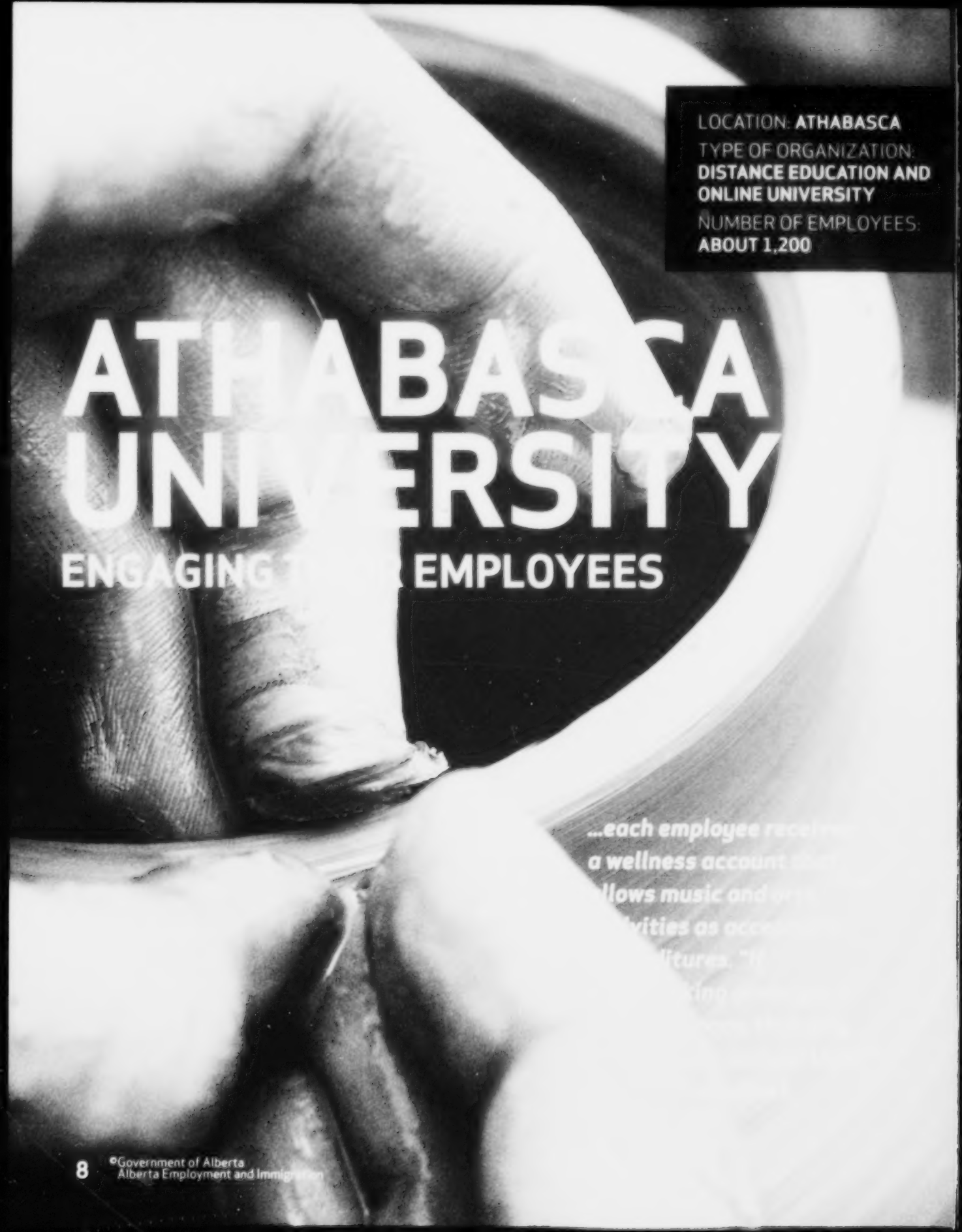

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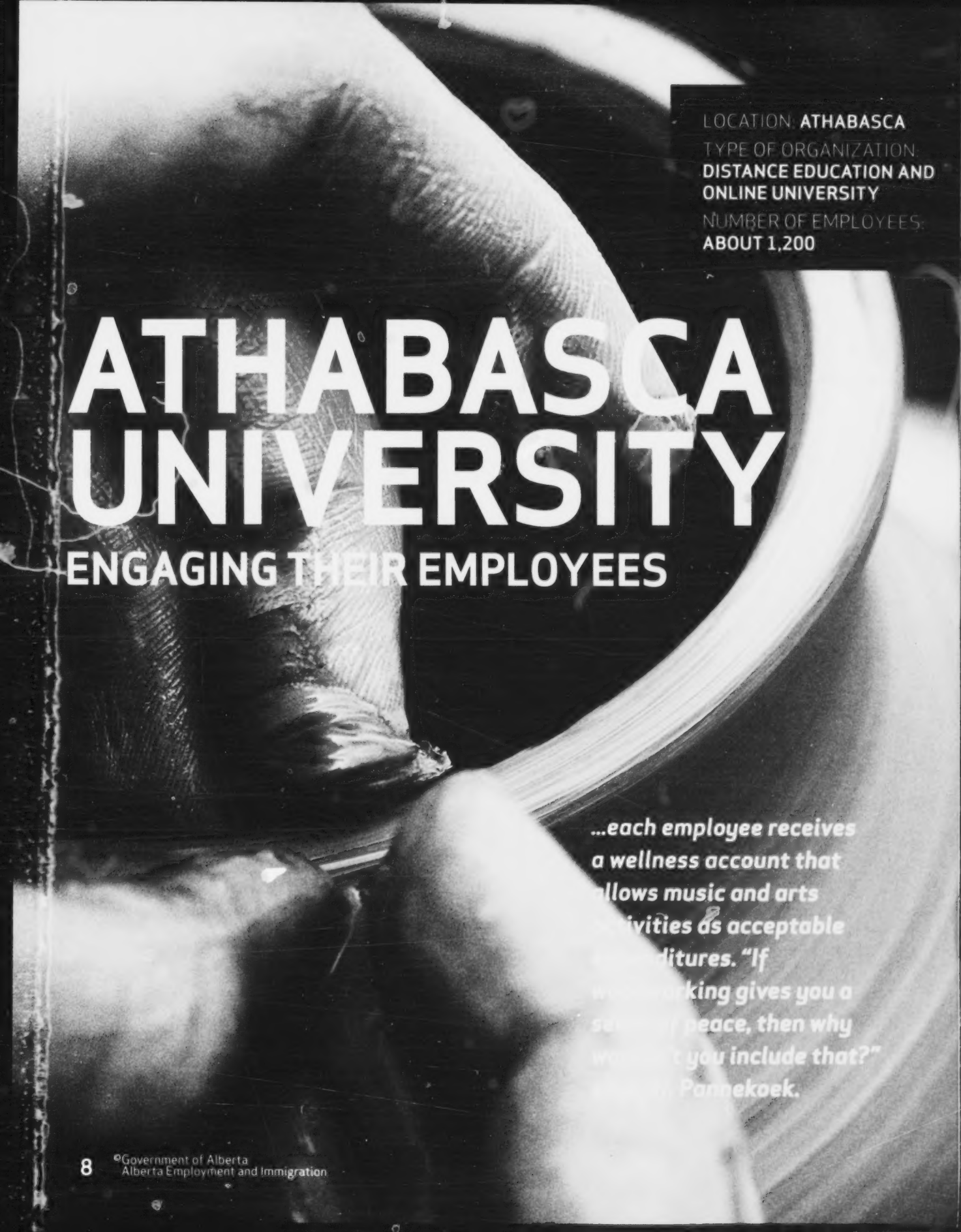

LOCATION: **ATHABASCA**
TYPE OF ORGANIZATION: **DISTANCE EDUCATION AND ONLINE UNIVERSITY**
NUMBER OF EMPLOYEES: **ABOUT 1,200**

ATHABASCA UNIVERSITY

ENGAGING THEIR EMPLOYEES

...each employee receives a wellness account that allows music and arts activities as acceptable expenditures. "If working gives you a sense of peace, then why wouldn't you include that?" Pannekoek.

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Although Athabasca University has a high employee retention rate, the sheer size of the university's workforce makes it a constant struggle to build engagement and a sense of community. "If you don't know your colleagues, in a large organization like this one, you can feel that you don't matter," says Athabasca University President Dr. Frits Pannekoek.

"That's why we've worked so hard to build up 'social capital'—so that people know about each other and feel connected to each other. I can genuinely say that in this organization, people care about each other."

As part of its mission to engage employees, the university hosts a minimum of four to six town hall meetings each year at the university's centres in Athabasca, St. Albert, Edmonton and Calgary. Everyone is invited, although attendance varies with the issues of the moment. Monthly social events open to all employees are held in Athabasca and Edmonton, and Dr. Pannekoek hosts regular informal gatherings at his home to get to know his colleagues.

Although not huge undertakings, these efforts, along with other effective practices, make the university a great place to work. For example, each employee receives a wellness account that allows music and arts activities as acceptable expenditures. "If woodworking gives you a sense of peace, then why wouldn't you include that?" says Dr. Pannekoek. But more important than any single initiative, he says, is a planning environment in which everyone is engaged.

> **"You value everyone as being equal and having value. Once you have captured the passion of an organization, that passion translates into other decisions. That's the beauty of engagement."**

Pannekoek cites the decision-making process used when Athabasca University changed its learning software as one example of how the university fosters this process. Pannekoek comes from a community development background and strongly believes that the best decisions

DR. PANNEKOEK STRONGLY BELIEVES THAT THE BEST DECISIONS WITH THE DEEPEST COMMITMENTS COME FROM THE PEOPLE OF ANY ORGANIZATION.

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with the deepest commitments come from the people of any organization. Instead of leaving the decision to managers or consultants, the university consulted with all affected groups, including staff and students. "It shows people respect," says Dr. Pannekoek.

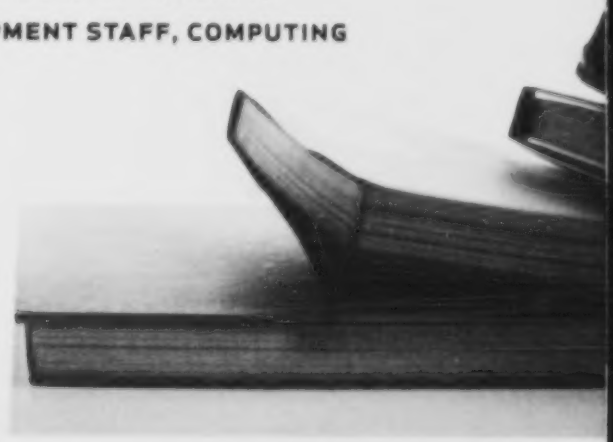
"We involve staff: 'You don't like this? Why? How can it be improved?'"

The consultations involved several working groups and review teams composed of faculty, professional course development staff, computing experts and students. Eventually a recommendation was delivered on time and on budget. The university ultimately chose open-source products (products available to all without restrictions) to fill its software needs—a decision in keeping with its "open university" approach stressing accessibility, 24-hour learning and affordability.

The decision has proven to be a wise one, with staff and students buying into the concept and reporting that it meets their needs.

By listening to staff, fostering open decision-making, focusing on staff development and providing alternate work arrangements such as flexible scheduling and job-sharing opportunities, Athabasca University has earned its reputation as one of Alberta's top 35 employers.*

THE CONSULTATIONS INVOLVED SEVERAL WORKING GROUPS AND REVIEW TEAMS COMPOSED OF FACULTY, PROFESSIONAL COURSE DEVELOPMENT STAFF, COMPUTING EXPERTS AND STUDENTS.



*In a 2008 competition organized by Mediacorp Canada Inc., publishers of Canada's Top 100 Employers, www.canadastop100.com

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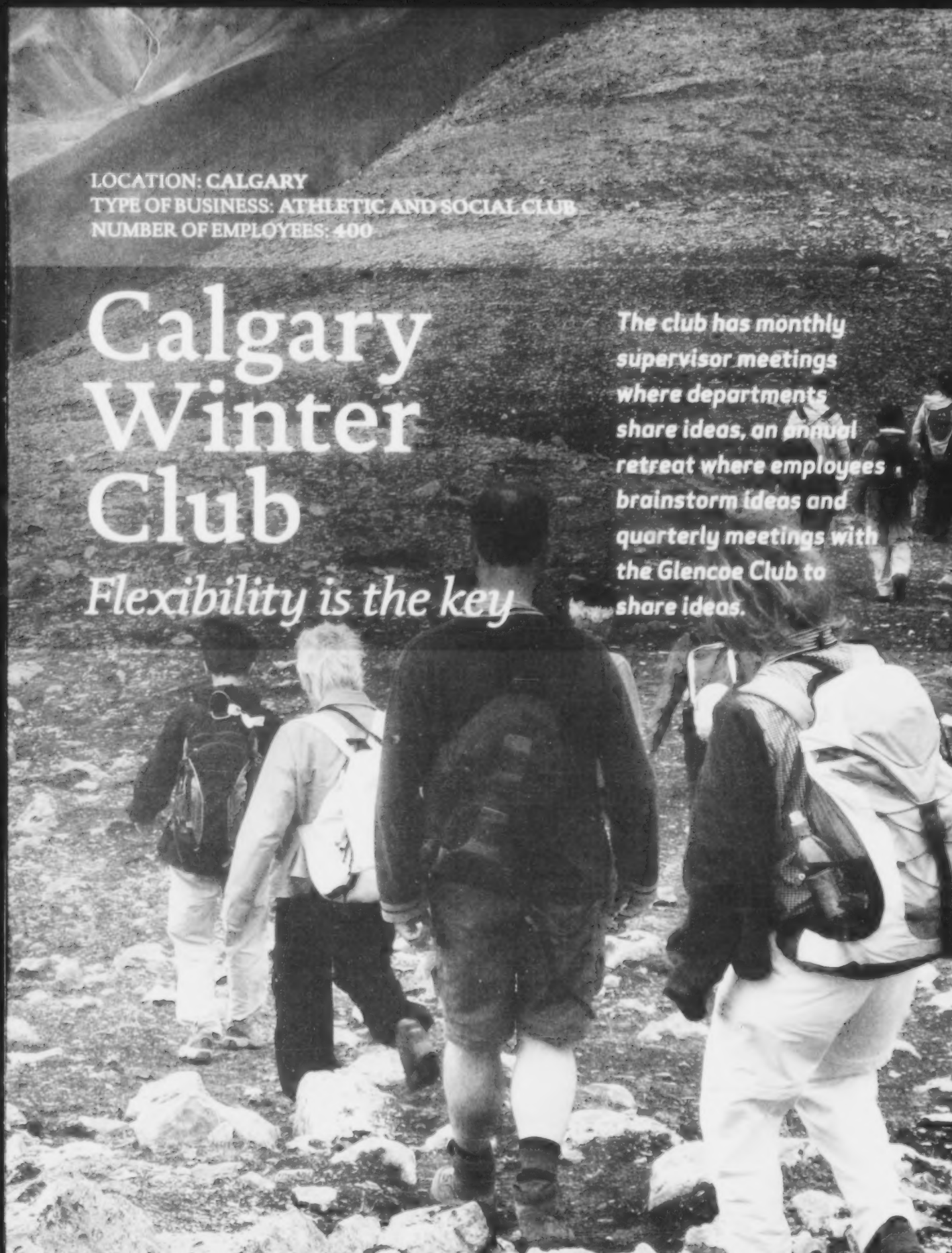

LOCATION: CALGARY
TYPE OF BUSINESS: ATHLETIC AND SOCIAL CLUB
NUMBER OF EMPLOYEES: 400

Calgary Winter Club

Flexibility is the key

The club has monthly supervisor meetings where departments share ideas, an annual retreat where employees brainstorm ideas and quarterly meetings with the Glencoe Club to share ideas.

Being flexible and listening carefully to employees' concerns has proven to be a successful formula for the Calgary Winter Club. The need for more flexible scheduling became apparent a few years ago when the club found it difficult to fill full-time positions.

"Let's say we had a full-time opening that would be scheduled for two weekdays, plus two evenings during the week and a weekend shift," says Chantelle Pinder, human resources manager. "It was difficult to find one person willing to work the varied schedule. We interviewed many excellent candidates interested in only a portion of the full-time hours we had available.

"Instead of passing up those great people, we decided that it would be better to separate the full-time position into two or even three part-time positions. We were able to fill the need we had with people who wanted the specific parts of the available schedule versus passing up great people because we were trying to fill a varied schedule with one person," she says.

Because the club seemed to have plenty of applicants, Pinder met with managers to discuss their hiring challenges. "Once we identified the opportunity to increase the number of part-time staff, it opened doors for us to fill our true need (cover shifts), rather than trying to fill a now perhaps unrealistic need (cover all shifts by one person)."

The new approach led to other changes. Supervisors no longer make a locked-in weekly schedule for jobs including banquet serving and aquatic positions. Instead, employees inform supervisors of their availability, taking into account school, other jobs and family commitments. The club employs many youth who want the flexibility to attend school and work other jobs, but flexibility "appeals to anyone regardless of age," says Pinder. Employees may change schedules when they want, usually by trading shifts with co-workers. The only requirement is that supervisors are advised two days in advance.

Another example of the club's flexible approach is the way it supports staff taking midterms or final exams. "Rather than try to hold people to a schedule, we are open with them and ask that they commit to only one shift during this time," says Pinder. "Everyone will likely have the time they need to study and prepare, and we have enough staff to cover all shifts."

"There's a saying 'when all you have is a hammer, everything looks like a nail,'" says Pinder. "We realized that using the hiring tools that worked 10 years ago is no longer appropriate for today's job market."

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The greatest spur to change, Pinder says, was "understanding that if we didn't work with employees, they wouldn't work with us. In the past, you might have found someone else, but today, you don't know when the next person is coming in."

Pinder says it is difficult to say exactly when a decision was made to aim for optimum flexibility. "It was an understanding," she says. The club has a competitive atmosphere because of its sports affiliation and encourages its sections to share ideas with other departments within the club. "We also collaborate with other clubs in the area as we have similar challenges and usually similar responses. We share stories when things don't go well and how we responded to those situations—sometimes a fresh set of eyes sees something that we've missed as a possible solution."

"By having the staff provide ideas and solutions, they had buy-in to make it work."

Department managers openly discuss the challenges they face and ask staff for their ideas on what solutions might work. "Since many of our sporting areas have regular, mandated in-service meetings, it was the perfect forum to bring up the discussion," Pinder says. "By having the staff provide ideas and solutions, they had buy-in to make it work." The club also has monthly supervisor meetings where departments share ideas, an annual retreat where employees brainstorm ideas and quarterly meetings with another club in Calgary to share ideas.

The greatest spur to change, Pinder says, was "understanding that if we didn't work with employees, they wouldn't work with us. In the past, you might have found someone else, but today, you don't know when the next person is coming in."

"There's a saying 'when all you have is a hammer, everything looks like a nail.' We realized that using the hiring tools that worked 10 years ago is no longer appropriate for today's job market. So, the question became: do we insist on using old practices that are not effective, create labour shortages within the club and live with overtime issues, or do we look at ways of adapting so we are responsive to the market, nimble in our efforts and maintain a work-life balance for our staff? Put that way, the answer was obvious to all: we needed to change."

One of the many positive results, Pinder says, is that "we've built quite a reputation in Calgary for being an employer of choice."

LOCATION: EDMONTON AND AREA
TYPE OF ORGANIZATION: HEALTH REGION PROVIDING HEALTH SERVICES TO EDMONTON AND AREA
NUMBER OF EMPLOYEES: ABOUT 30,000

CAPITAL HEALTH

→ Aboriginal role models aid recruitment

"People have no idea about the number and variety of career opportunities Capital Health has—and a lot of them do not require four to seven years of training," says Carol Carifelle-Brzezicki... role models include a groundskeeper, a registered nurse, a community health representative, a health care aide, a physician and a pharmacist.

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"When people think of health care, they think of physicians and nurses," says Carol Carifelle-Brzezicki, the regional Aboriginal workforce development manager for Capital Health. "We are letting people know that their health region offers hundreds of different jobs to those with a variety of skills and education levels."

J.B. Art, a Métis male well over six feet tall, will tell you that you don't have to look like Florence Nightingale to be a registered nurse.

Art is one of six Aboriginal employees chosen for a role model campaign designed to educate Capital Health staff and the public about the type of jobs Capital Health offers. "People have no idea about the number and variety of career opportunities Capital Health has—and a lot of them do not require four to seven years of training," says Carol Carifelle-Brzezicki, regional Aboriginal workforce development manager. Carifelle-Brzezicki, originally from the Peavine Métis settlement in northern Alberta, was hired in 2007 to help Capital Health recruit and retain more Aboriginal workers. Other role models include a groundskeeper, a community health representative, a health care aide, a physician and a pharmacist. The employees, a variety of ages, are either First Nations or Métis.

Home to approximately 52,000 Aboriginal people, Edmonton has the second highest proportion of Aboriginals residing in an urban setting in Canada.

Many First Nations communities, Métis settlements and Métis communities are outside city boundaries but within the Capital Health area. Both the urban and rural Aboriginal population are a human resource Capital Health is striving to recruit and retain.

"When people think of health care, they think of physicians and nurses," says Carifelle-Brzezicki. "We are letting people know that their health region offers hundreds of different jobs to those with a variety of skills and education levels."

Carifelle-Brzezicki also works closely with educational institutions to help break down traditional obstacles for Aboriginal people wanting to pursue health sciences training. "We are setting the stage for success," she says.

Capital Health has a history of hiring Aboriginal workers. In 2007 the health region formalized its commitment to increase its Aboriginal workforce when it signed the Aboriginal Workforce Participation Initiative with the federal and provincial governments.

"Capital Health has asked the Aboriginal community how to best make headway with Aboriginal recruitment. It has listened, and many new initiatives are underway, including hiring an Aboriginal human resources advisor," says Carifelle-Brzezicki.

In 2007, Capital Health established its first three-year Aboriginal workforce plan. An ongoing focus of the plan is to ensure existing staff understand and are accepting of Aboriginal culture. The region offers courses for employees interested in learning more about Aboriginal culture, as well as informal learning sessions for those working at acute care sites.

"Most people don't know the difference between First Nations, Métis and Inuit," says Carifelle-Brzezicki. "We want to show that this is a diverse group of people, some traditional and some not. These courses are taught by Aboriginals who encourage all sorts of questions about anything to do with our cultures so people can openly ask what they don't understand," she says.

"With knowledge comes understanding," Carifelle-Brzezicki stresses. "Employers who embrace Aboriginal workers put themselves in a win, win, win situation. It's a win for the organization, a win for the community and a win for the Aboriginal person and their family."

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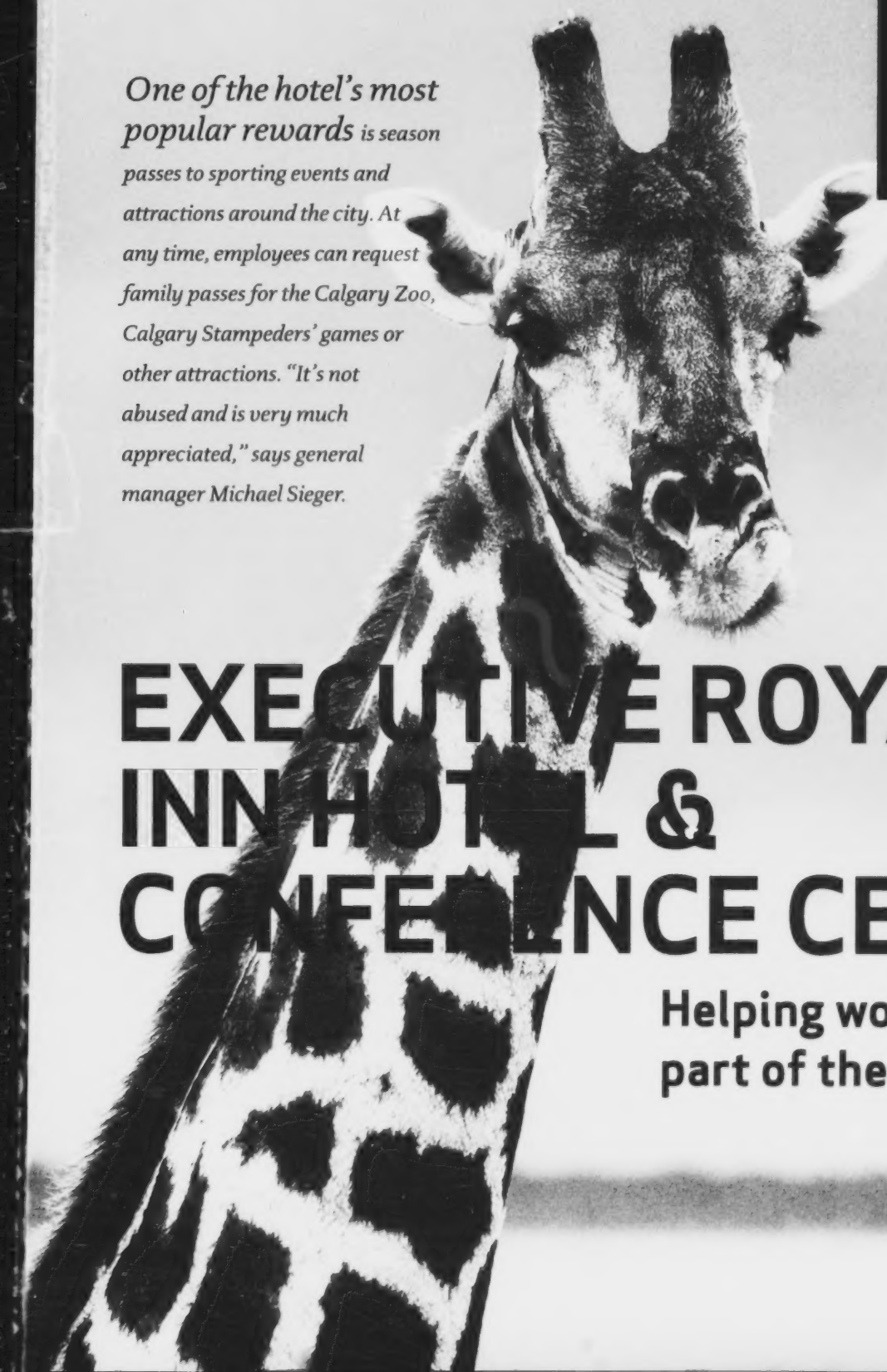
LOCATION: **CALGARY**
TYPE OF BUSINESS: **TOURISM/HOSPITALITY**
NUMBER OF EMPLOYEES: **120 TO 140 (FULL- AND PART-TIME)**

One of the hotel's most popular rewards is season passes to sporting events and attractions around the city. At any time, employees can request family passes for the Calgary Zoo, Calgary Stampeders' games or other attractions. "It's not abused and is very much appreciated," says general manager Michael Sieger.

EXECUTIVE ROYAL INN HOTEL & CONFERENCE CENTRE

Helping workers feel part of the family

LOCATION: **CALGARY**
TYPE OF BUSINESS: **TOURISM/HOSPITALITY**
NUMBER OF EMPLOYEES: **120 TO 140 (FULL- AND PART-TIME)**



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EXECUTIVE ROYAL INN HOTEL & CONFERENCE CENTRE

Helping workers feel part of the family

Simple things can lead to success—even for employers faced with the challenge of competing for staff amid higher salaries offered in the energy sector and other industries. That strategy has proven effective for Michael Sieger, general manager of the Executive Royal Inn Hotel & Conference Centre. Finding it more difficult to keep good employees, he looked beyond the traditional pay and benefits to incentives such as reward programs and season passes to sports events.

Sieger started his new approach by visiting the hotel's various departments every morning to greet supervisors and employees.

He kept his office door open and encouraged supervisors to help him create an open environment that would encourage employees to bring their concerns to management. He also made it policy for new employees to be given a full tour of the property and be introduced to all staff so they "would feel part of something."

The hotel launched a rewards and recognition program, with boxes in all departments for staff and guests to vote for Employee of the Month. The monthly winner receives a letter of appreciation from Sieger, a $50 cheque and a chance to win a larger prize: the title of Employee of the Year, along with a week's paid vacation. The presentations to the 12 monthly winners, including the Employee of the Year, are made at the annual Christmas party.

Sieger also introduced long-service pins recognizing one, two, five and 10 years on the job. The greater the years of service, the more valuable the pin—with a ruby in the five-year pin and a diamond in the 10-year pin. (Retaining staff for 10 years in the fast-moving hospitality trade is viewed by those in the industry as a sign of a successful retention program.)

One of the hotel's most popular rewards is season passes to sporting events and attractions around the city. At any time, employees can request family passes for the Calgary Zoo, Calgary Stampeders' games or other attractions. "It's not abused and is very much appreciated," Sieger says.

Other extras include a 50 per cent employee discount on massage and reflexology services offered to the hotel's

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EXECUTIVE ROYAL INN HOTEL & CONFERENCE CENTRE: HELPING WORKERS FEEL PART OF THE FAMILY

"Yes, we have to pay a good base salary, but there's much more than that. There's the training and the atmosphere. Do they want to work here? Are they happy?"

executive clientele—services employees can access on company time at on-site health facilities. "It makes them feel they're part of a larger family that cares about them and it very much helps with WCB claims," says Sieger.

A caring culture leads to a more positive atmosphere and greater productivity in the end. When an employee is called to pick up a sick child, for instance, the concern is not "who will cover your shift. The supervisor says 'go ahead' and asks if the employee needs a ride." The employee appreciates the concern shown and inevitably works twice as hard the next day.

Encouraging staff to bring their families to Sunday brunch is another way the hotel recognizes their employees. Along with a discounted meal, the employees can show off where they work, building a sense of pride. Likewise, the room rate is dropped for staff and their families to stay at other hotels in the chain.

The hotel started a birthday card program, but with a twist: the cards are sent to the employee's home. "It's one thing to get it handed to you at the office but it's another to get it at your house," says Sieger.

About a year ago the hotel started a monthly newsletter called *The Royal Review* that highlights things like the Employee of the Month, staff birthdays and any upcoming changes.

Sieger takes credit for some of the initial ideas but says many ideas were introduced through weekly managers' meetings and brainstorming sessions. Nine times out of 10 the issue in keeping staff is not money, Sieger says. "Yes, we have to pay a good base salary, but there's much more than that. There's the training and the atmosphere. Do they want to work here? Are they happy?"

The Executive Royal Inn prides itself on addressing these beyond pay and benefits needs and believes it is good business to do so. The hotel, for example, was among the few in Calgary that did not have to bring in temporary foreign workers to handle housekeeping duties. Sieger is quick to point out that there's nothing wrong with doing that, but foreign worker programs are expensive and he would rather spend the money on "feel-good things" for his existing staff.

The high-powered retention program accomplishes something else, Sieger says. When word of the perks and congenial work atmosphere gets around, "others see it and want to work here."

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Be an employer of choice!

Are you an employer of choice? If you are, job applicants seek you out. They call you first when starting a job search because they have heard your organization is a great place to work. What's the secret? As an employer of choice, your organization likely offers some or all of the following:

- training and development opportunities
- a safe working environment
- a healthy working environment
- responsive scheduling
- positive employee–supervisor relationships
- a reasonable workload
- competitive pay and benefits
- personally rewarding work
- thoughtful job design

From the tip sheet *Employers: How to Find and Keep Valued Employees*
available at **alis.alberta.ca/tips**

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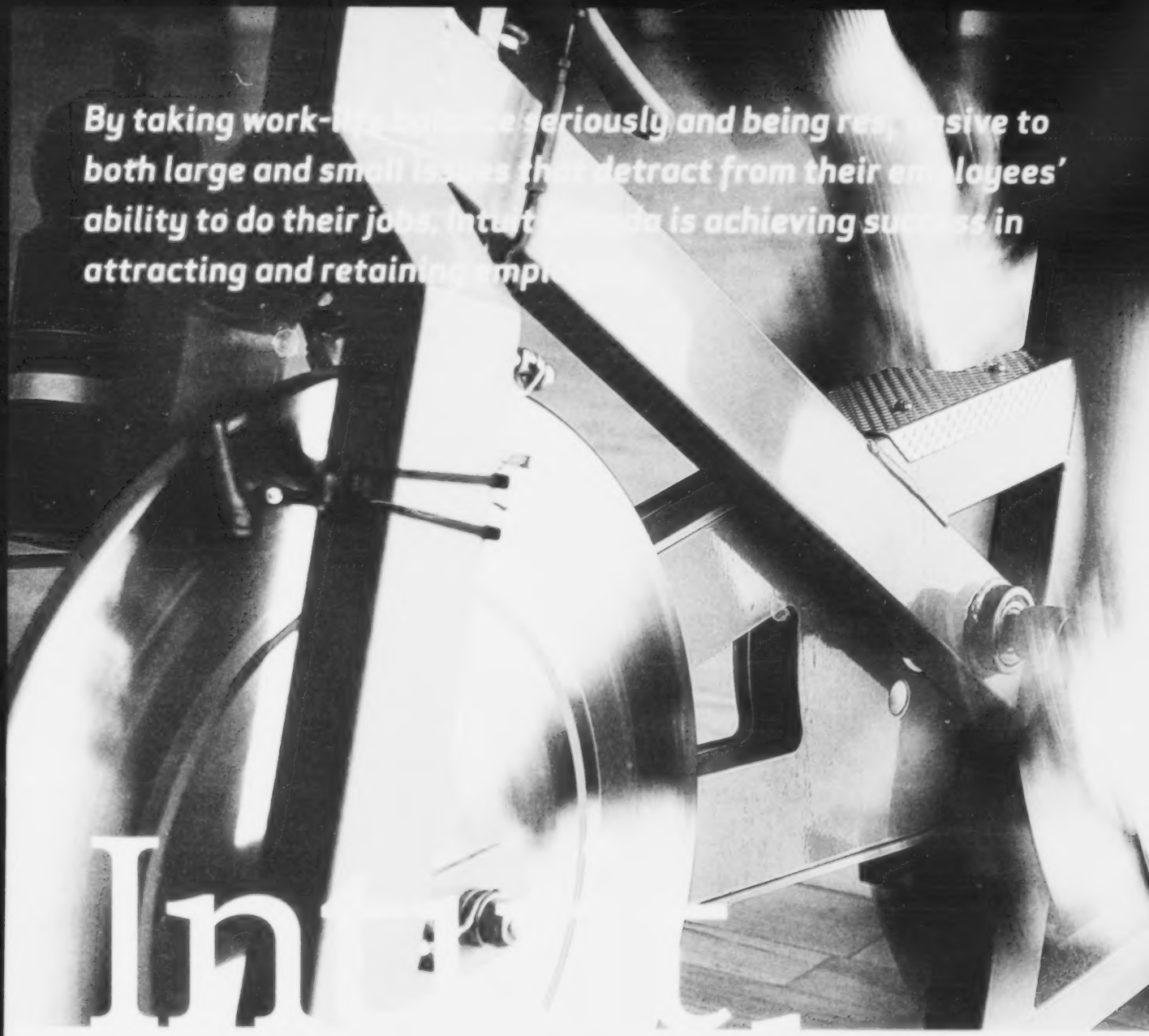

WORK-LIFE BALANCE ATTRACTS AND KEEPS EMPLOYEES

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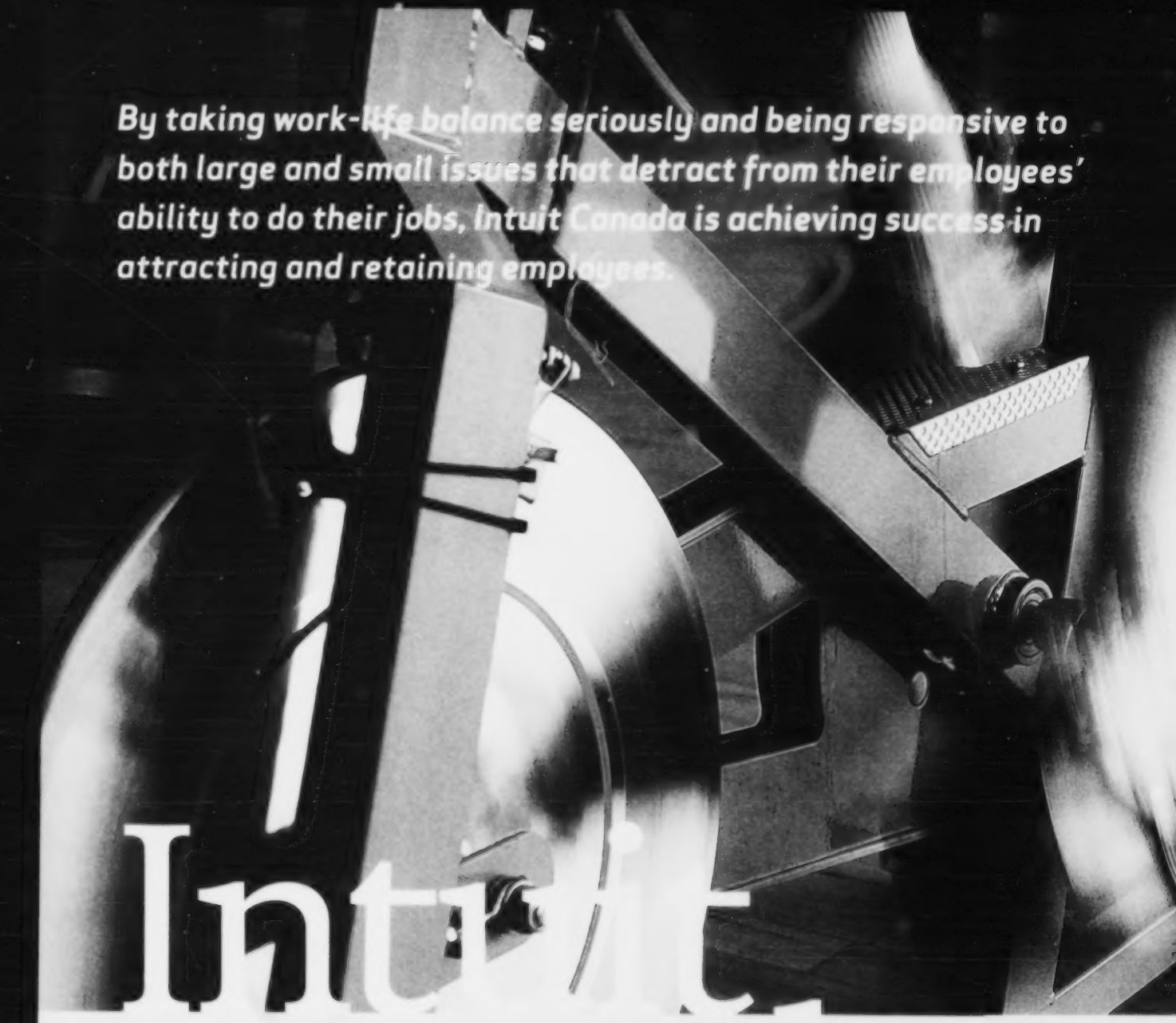

By taking work-life balance seriously and being responsive to both large and small issues that detract from their employees' ability to do their jobs, Intuit Canada is achieving success in attracting and retaining employees.

WORK-LIFE BALANCE ATTRACTS AND KEEPS EMPLOYEES

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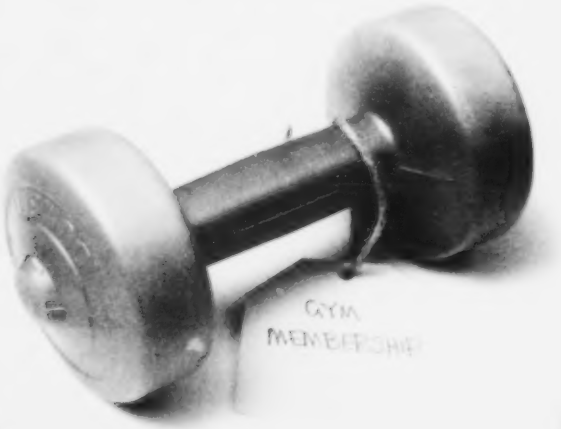
LOCATION: **ALBERTA (EDMONTON AND CALGARY), BRITISH COLUMBIA, ONTARIO, QUEBEC**
TYPE OF BUSINESS: **PROVIDER OF BUSINESS, FINANCIAL AND TAX MANAGEMENT SOFTWARE**
NUMBER OF EMPLOYEES: **EDMONTON, 350; CALGARY, 70; REST OF CANADA, 20**



In a recent survey by Hewitt Associates, Intuit received an employee engagement score* of 82 per cent: 21 percentage points higher than the 61 per cent average of participating Alberta businesses and 19 percentage points higher than the 63 per cent national average of participating businesses. Based on these results, Intuit Canada was named one of the top 10 employers in Canada.

chieving such a high rate of engagement takes a lot of work, beginning with understanding the roots of staffing challenges, according to Yves Millette, president and chief executive officer. The company attributes its staffing challenges to such factors as Alberta's boom, high demand in the oil industry for talented software engineers and a chronic North America-wide shortage of computing science graduates.

The cost of living in Saskatchewan and Manitoba has also lured skilled and talented workers. "We've had a number of employees who sold homes here at a profit and bought lower cost homes there," Millette says.

Intuit Canada has, in part, responded to these changes by introducing a program management system to manage multiple interdependent projects across the organization.

Millette credits co-ordinating and prioritizing resources—especially its most precious resource, its people—with helping build Intuit's reputation as a company that takes employee work-life balance seriously, boosting retention rates to a level that he believes may be twice as high as those of competitors.

"All too often, getting big jobs done by a deadline means employees sacrifice evenings and weekends," says Millette. Since the introduction of the program management system two years ago, Intuit has rigorously

"People are the foundation of Intuit's success. In fact, people are so important that the primary job of each manager is to help people be more effective in their jobs and to help them grow and develop," says Yves Millette, Intuit Canada's president and chief executive officer.

* Employee engagement is a term used to describe how committed and satisfied an employee is in their job. See page 6 list for more tips on engagement.

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INTUIT CANADA EMPLOYEE VALUE PROPOSITION

- → Help me be productive, do great things and be the best I can be
- → Let me know where I stand and how I'm doing
- → Invest in me to help me grow fast
- → Pay me fairly and recognize my contributions
- → Make me an integral part of the team
- → Create a positive work environment

allocated employee time. Now, he says, when a new project is being planned, "We're able to roll up a project and ask: 'Are we going to have the available resources we need to do this by the deadline? How many people will we need from all corners of the business?'"

Intuit continually tries to improve its employees' experience at work. The company has introduced measures to ensure workers have the tools and support needed to do their jobs. Daily stand-up meetings, where employees tell team members what they're working on that day and how teammates can assist, are now commonplace. "We want to be sure people are working on the right things," says Millette. "That really boosts employee engagement and retention."

Intuit continuously adds new tools and supports to remove "nagging irritations." For example, employees can drop off dry cleaning right at the office. Massage therapy is provided on site, along with nutritional counselling, a fully equipped gym, personal trainers, nap rooms and even ballroom dancing classes.

"We have great people who want to do well, are capable of doing great things and come to work fired up to achieve them. Great people flourish in an environment that liberates and amplifies their energy. Managers create this environment through support and trust," says Millette.

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Massage therapy is provided on site, along with nutritional counselling, a fully equipped gym, personal trainers, nap rooms and even ballroom dancing classes.

Something else I'm adamant about," says Millette, "is that once we provide the tools and support people need to do their job, we get out of the way. We don't micromanage."

Millette says this approach has created an atmosphere of collaboration that he capitalizes on. He publishes weekly drop-in hours during which any employee is welcome to meet with him. There is also an "Ask Yves" section on the company intranet site, where employees can anonymously discuss any workplace concern. "It could be about what happened to the peanut butter in the cafe to 'Why aren't we going in a particular strategic direction?'" says Millette.

To measure the success of the approach, employees annually fill out a 60-question survey to find out their thoughts and feelings about their job and the work experience at Intuit. As a result of the information gathered from the survey, Millette says, "we focus a lot on career development and learning to create a sense of accomplishment for our knowledge workers. We spend a lot of time matching skills to roles and making sure people are going to get enjoyment out of their work."

Helping employees to be happy and engaged is a full-time job, says Millette "That job never ends."

INTUIT CANADA OPERATING VALUES

- → Integrity Without Compromise
- → Do Right by All Our Customers
- → It's the People
- → Seek the Best
- → Continually Improve Processes
- → Speak, Listen and Respond
- → Teams Work
- → Customers Define Quality
- → Think Smart, Move Fast
- → We Care and Give Back

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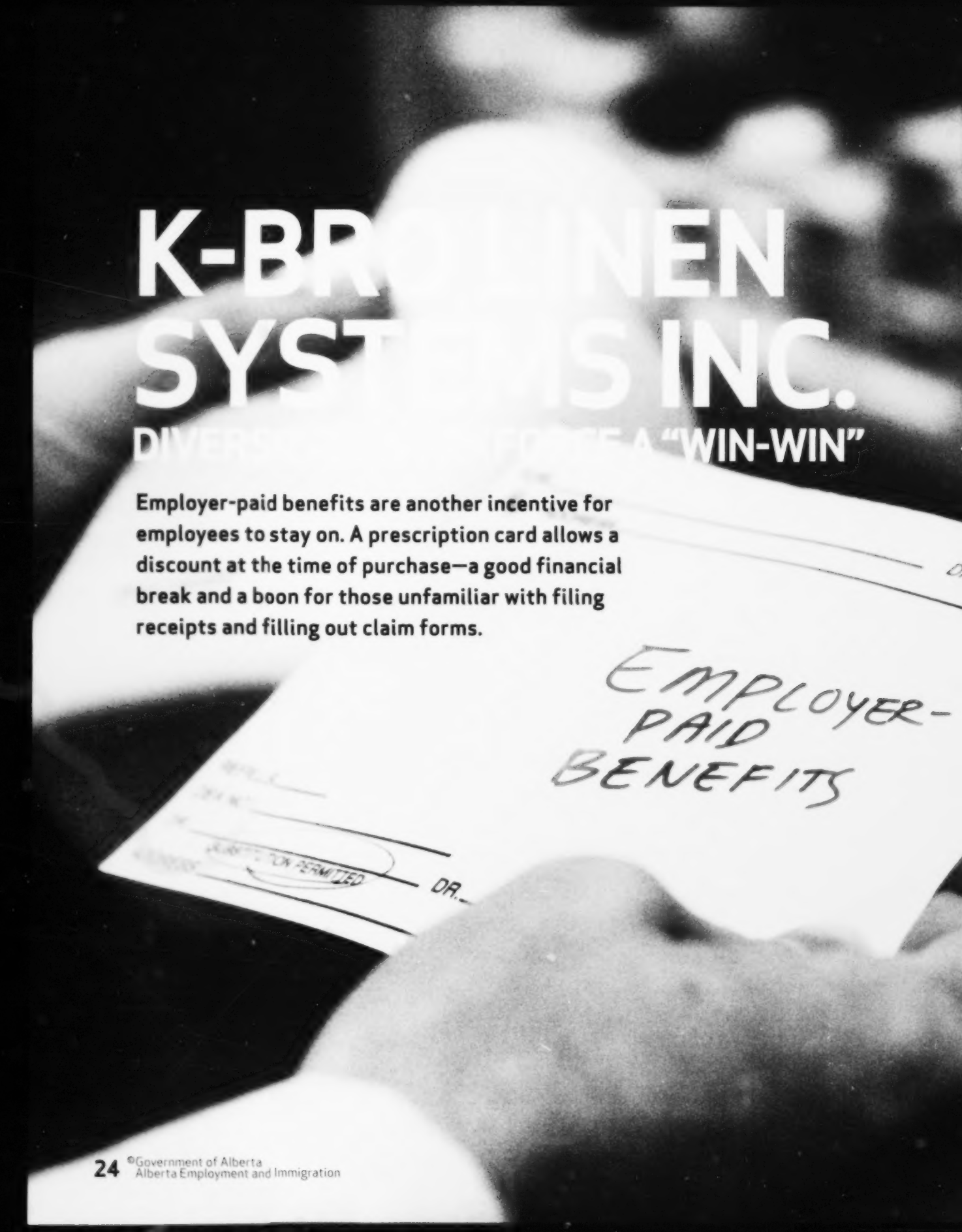

K-BR NEN SYST S INC.

DIVER "WIN-WIN"

Employer-paid benefits are another incentive for employees to stay on. A prescription card allows a discount at the time of purchase—a good financial break and a boon for those unfamiliar with filing receipts and filling out claim forms.

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LOCATION: **EDMONTON, CALGARY, TORONTO, BURNABY AND VICTORIA**
TYPE OF ORGANIZATION: **LAUNDRY AND LINEN SERVICE**
NUMBER OF EMPLOYEES: **ABOUT 400**

Six months after a K-Bro employee brings in a new recruit, the referring employee and the newcomer each get a bonus. If the newbie stays another six months, they and the referring employee get another bonus.

This referral system works well at K-Bro Linen, an Edmonton-based leader of laundry and linen service to the health care and hospitality industries.

The company, like many in service-related fields, faces constant issues in recruiting staff and has established a well-honed system to deal with it. "You have to have several initiatives on the go," says Elle Ethier, human resources co-ordinator at the company's Edmonton operation.

The key is to know the business you're in, to know what attracts employees and to realize there is no quick fix to filling and maintaining a complete staff, she says. When it comes to staffing, a steady, multi-faceted approach over the long term wins out. So does advertising in various cultural associations' newspapers and on the ethnic radio channel "because our staff base is primarily immigrants."

Reading a job ad in their own language sends the message to immigrants that they won't be pressured to speak English. When they arrive to take up their new posts, they're reassured to find that many of their co-workers speak their own language along with English. At the same time, there's a sense of community that comes from knowing others from the same part of the world, with the more veteran immigrants able to help newcomers make the transition to life in Canada—a valuable factor in terms of keeping staff.

The company does not stop here in its campaign for new recruits. K-Bro also recruits high school and post-secondary students looking for full- or part-time work. As Ethier says, there's no one single method to recruitment.

Over the years, K-Bro has also cultivated relationships with such organizations as Chrysalis, an Alberta society that works to provide persons with disabilities with work experience, vocational training and employment.

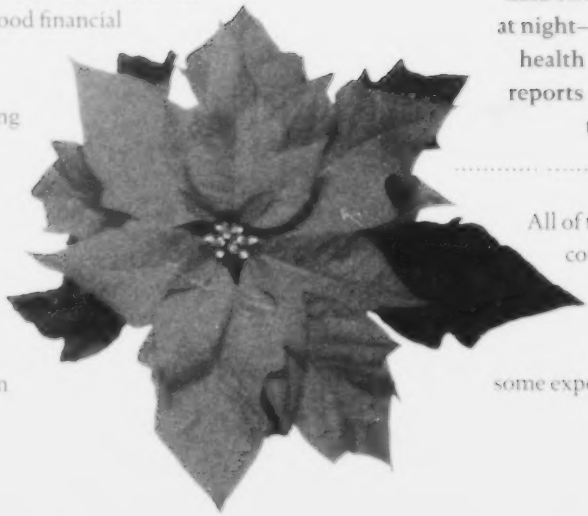
The key is to know the business you're in, to know what attracts employees and to realize there is no quick fix to filling and maintaining a complete staff, says human resources co-ordinator Elle Ethier.

"That's another group of potential employees that's not always recognized," says Ethier, adding that finding the right fit is a lengthier process "but the rewards in terms of filling the position make it worthwhile." The new hire is happy to have a job and be part of the community and the company has another employee, often a long-time one at that. "It's a win-win for both." K-Bro employs several workers with disabilities.

When it comes to retention, K-Bro offers existing staff numerous opportunities for advancement. Employer-paid benefits are another incentive for employees to stay on. A prescription card allows a discount at the time of purchase—a good financial break and a boon for those unfamiliar with filing receipts and filling out claim forms.

With the company picking up the tab for extended benefits such as prescription drugs, employees have fewer deductions from their paycheques. And, the benefits program is graduated, offering more to those who stay past one year.

A flexible schedule is another tool for drawing and keeping staff. "Because we're a production setting versus retail we have more give and take," says Ethier. "We have certain core hours, but after that there's some leeway."



Activities such as the annual Christmas party and quarterly luncheons, paid for by the company, build up the sense of community at K-Bro. Each lunch is held twice—during the day and again at night—so all employees can hear the health and safety presentations and reports from management about how the company is doing.

All of these efforts are part of the company's constant campaign to find and keep employees. As Ethier says: "It's a long, steady process"—but one that works using some experience and know-how.

A FLEXIBLE SCHEDULE IS ANOTHER TOOL FOR DRAWING AND KEEPING STAFF. "BECAUSE WE'RE A PRODUCTION SETTING VERSUS RETAIL WE HAVE MORE GIVE AND TAKE," SAYS ETHIER. "WE HAVE CERTAIN CORE HOURS, BUT AFTER THAT THERE'S SOME LEEWAY."

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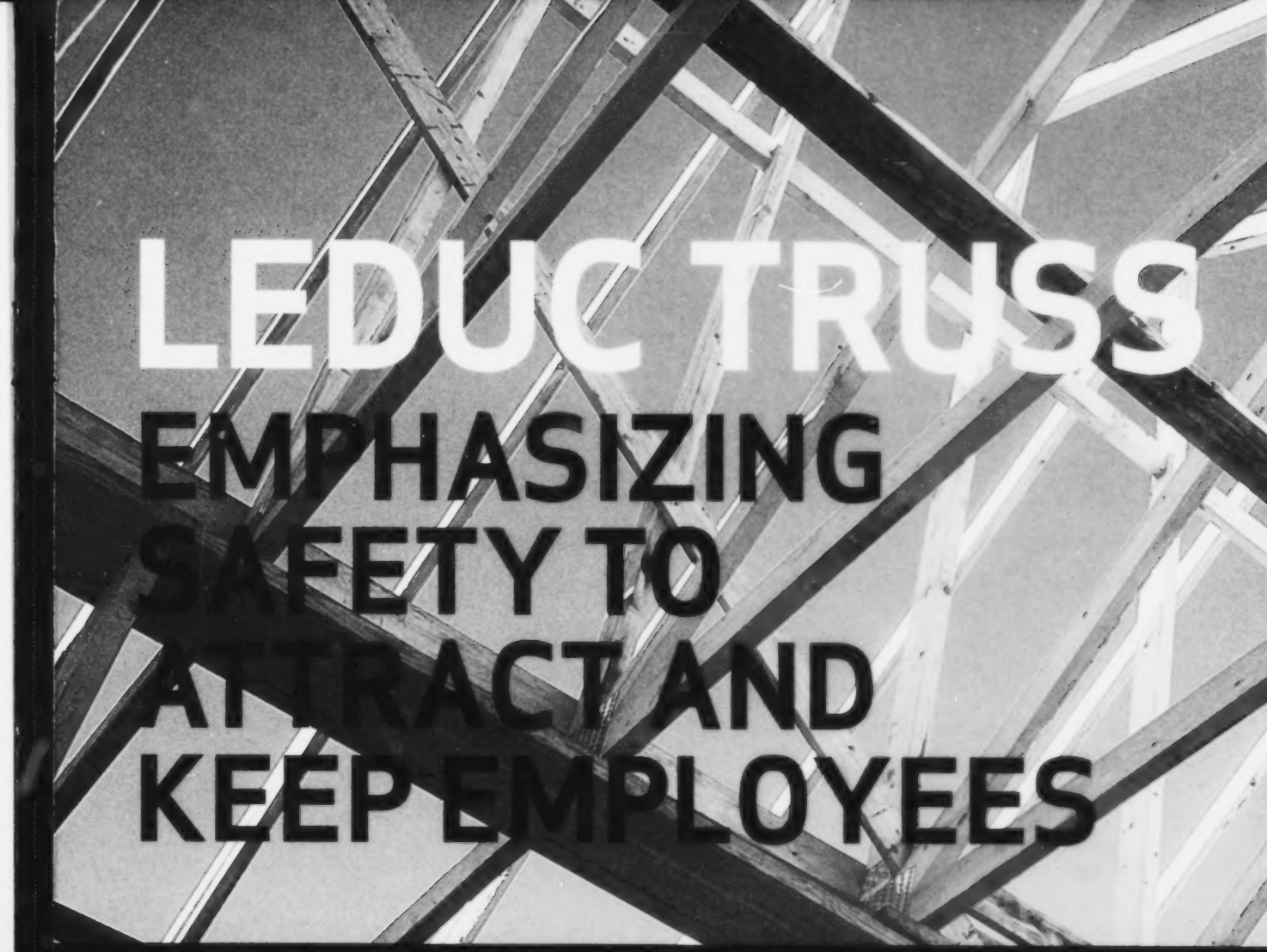


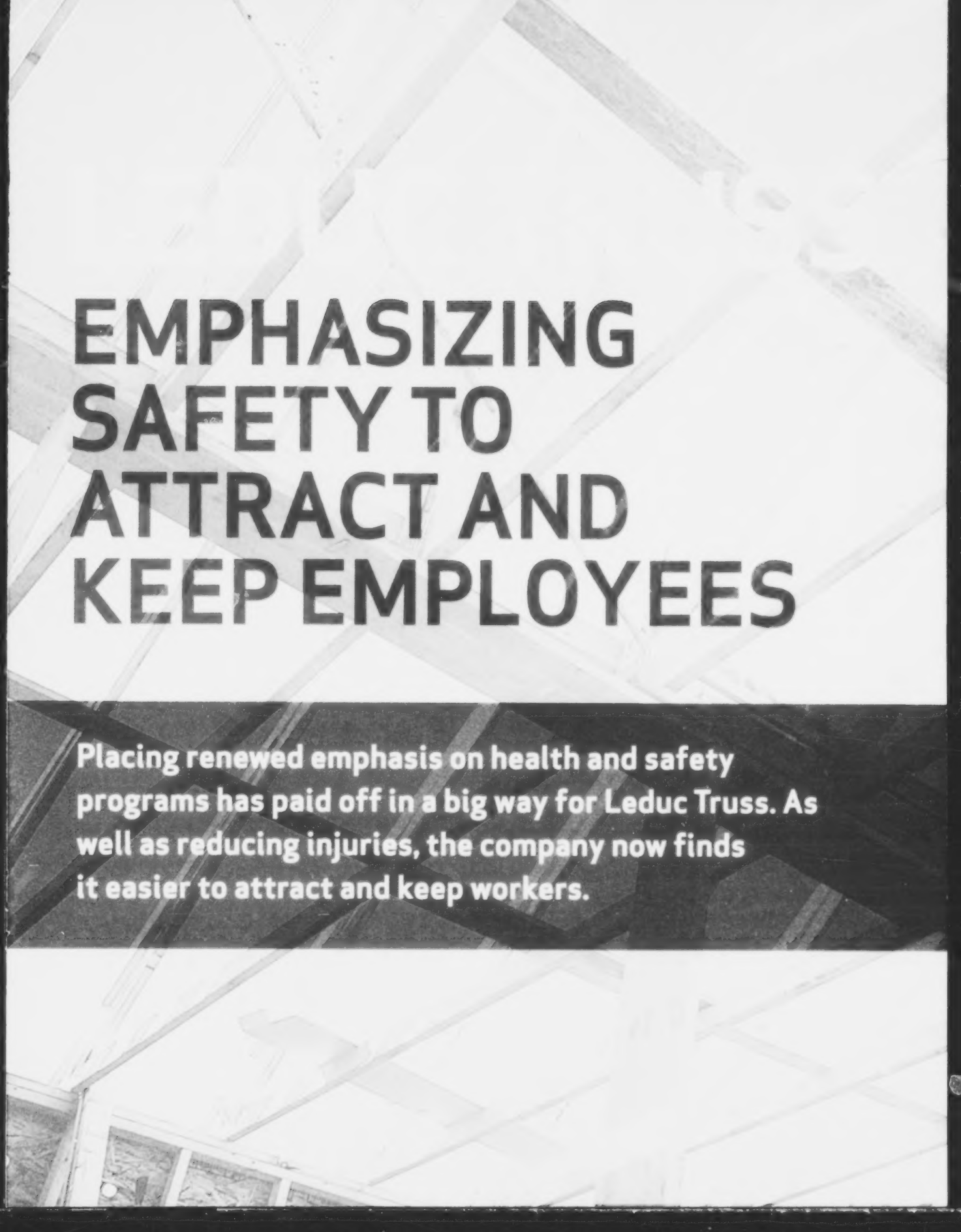
LEDUC TRUSS

EMPHASIZING SAFETY TO ATTRACT AND KEEP EMPLOYEES

Placing renewed emphasis on health and safety programs has paid off in a big way for Leduc Truss. As well as reducing injuries, the company now finds it easier to attract and keep workers.

EMPHASIZING SAFETY TO ATTRACT AND KEEP EMPLOYEES

Placing renewed emphasis on health and safety programs has paid off in a big way for Leduc Truss. As well as reducing injuries, the company now finds it easier to attract and keep workers.



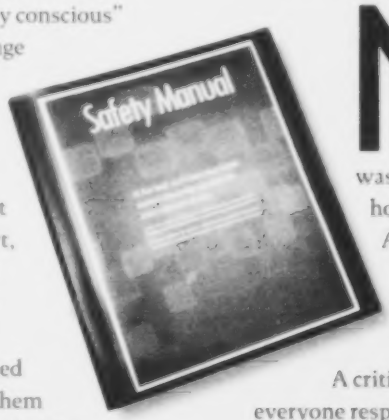
LOCATION: **LEDUC**
TYPE OF BUSINESS: **MANUFACTURING**
NUMBER OF EMPLOYEES:
ABOUT 65 (WINTER), 120 (PEAK SUMMER)

IN 2005, LEDUC TRUSS WAS BATTLING TO RETAIN STAFF.

That was one reason the company hired Wayne Berglund as safety officer and human resources manager.

The previous safety program was "management led—it never really got out of the office and into the shop," says Berglund. That left employees with the feeling the company didn't really care about them.

Changing the culture from "safety ambivalent" to "safety conscious" proved to be a challenge and it still is—Berglund almost resigned himself, but signs of a turnaround in attitude kept him at the helm. Although management respected his mission from the start, it was a while before he convinced some employees. Enforcing safety procedures—"I started sending guys home for not wearing steel-toed boots or safety glasses"—brought them around. Pointing out the cost of Workers' Compensation Board (WCB) claims to everyone—"money that could go for wages, new machinery and other things"—helped change attitudes.



So did enforcing the safety manual. Seeing that it was "way out of date," Berglund revised and updated the manual and all managers read and approved it. Berglund now provides each new employee with a copy and briefs them on the contents.

Noticing Band-Aid covered hands, Berglund ordered cut-resistant gloves, testing several kinds with shop workers before deciding which brand to stock. No longer was he taking injured employees to the hospital at least twice a week to be stitched. And, by footing the cost of such protective equipment, the company showed its willingness to model the way. That was the beginning of a revived safety program.

A critical aspect of the program was making everyone responsible for safety. This approach opened up communication between the employer and employees and got everyone working toward the same goal. Berglund consulted with the plant manager and explained impending changes at small on-site "toolbox meetings"

A CRITICAL ASPECT OF THE PROGRAM WAS MAKING EVERYONE RESPONSIBLE FOR SAFETY. THIS APPROACH OPENED UP COMMUNICATION BETWEEN THE EMPLOYER AND EMPLOYEES AND GOT EVERYONE WORKING TOWARD THE SAME GOAL.

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"If the employees feel the company cares about them, they are more inclined to stay on. It's one way of showing health and safety is important here," says Wayne Berglund, safety officer at Leduc Truss.

with the employees. One or two such meetings are scheduled each month. Attendance is mandatory and everyone signs the agenda sheet to indicate they know what was discussed. Other meetings are impromptu and called following a serious incident, such as when one employee got his hand caught in the still-running saws.

If Berglund sees someone who is not paying attention, he calls everyone to the lunchroom and has a discussion aimed at improving safety awareness.

Fewer injury reports, WCB claims and trips to the emergency room were the most immediate results of reviving the company's health and safety program. Yet it wasn't long before another significant side effect emerged: staff turnover declined noticeably. Stressing safety from Day 1 of hiring an employee accounts for much of the change. "If the employees feel the company cares about them, they are more inclined to stay on. It's one way of showing health and safety is important here," says Berglund.

The result of these efforts? A much more effective safety program—and improved staff retention. The company's year-end statistics show 65 per cent of employees had been there more than one year compared to 24 per cent the previous year. At least four employees were there because the truss companies they previously worked for did not monitor or enforce safety procedures. Others went for job interviews at other companies but, after seeing employees working in running shoes and other unsafe conditions, soon ditched any thoughts of jumping ship.

Berglund says the attitude is much more positive now. When he started, some employees resisted the safety program, refusing to do things such as wear protective gear. He had to send some employees home to get the point across. They were docked pay, which was the only way some people got the message. Since then, he's had some people who were previously sent home because of non-compliance come up to him and comment on the effectiveness of the safety program.

As one employee said, "If it weren't for steel-toed boots, I'd be hobbling around now."

Team building is the company's goal in 2008. Currently the company moves employees around in the shop. Next year that is expected to change, with new hires being placed in a team. This approach is designed to place more responsibility on the team leaders and the workers, Berglund says. The team leader will be told to show the others how the job is done and what the responsibilities are regarding safety.

Says Berglund: "Safety wasn't a high priority before, but it is now."

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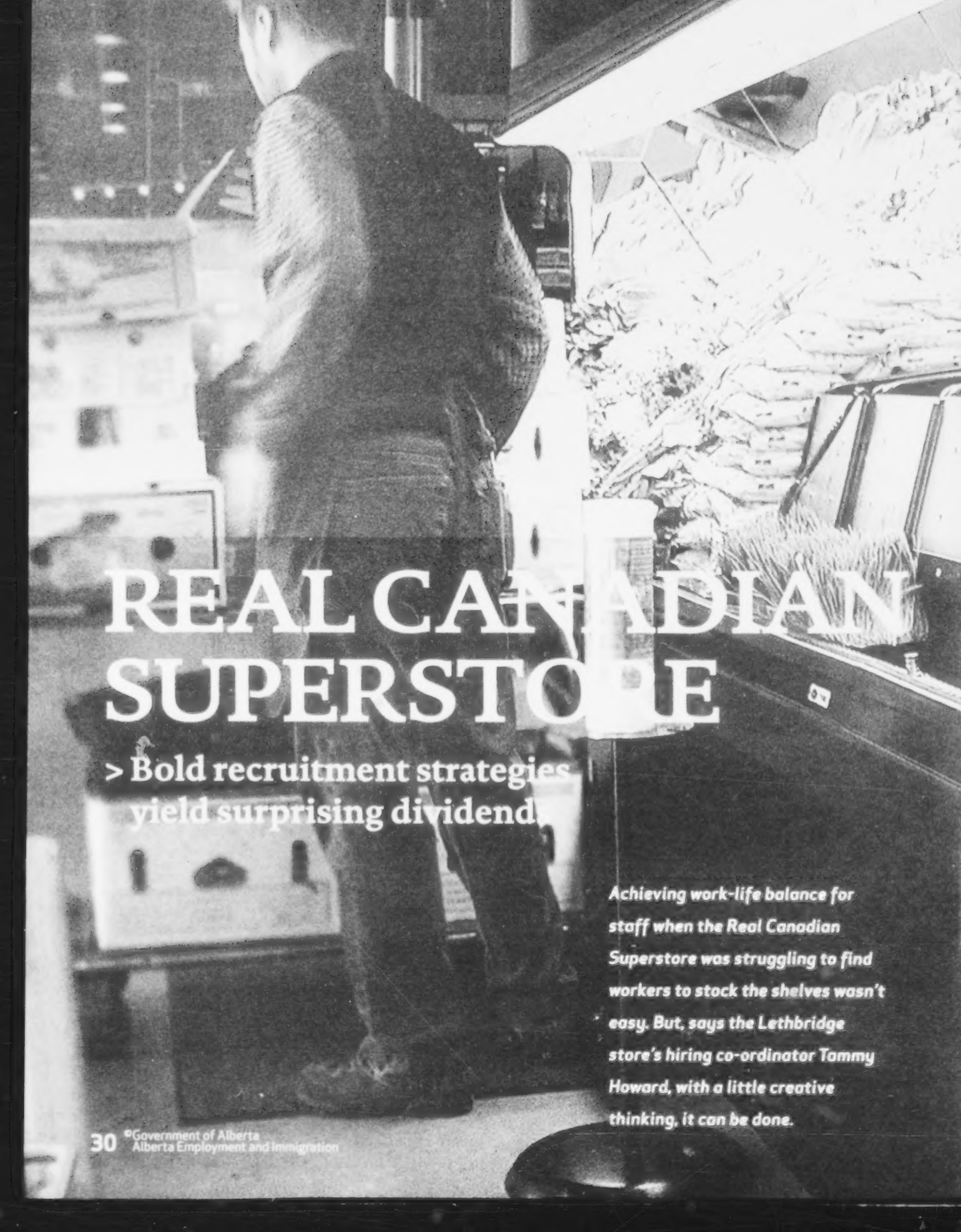

REAL CANADIAN SUPERSTORE

> Bold recruitment strategies yield surprising dividend

Achieving work-life balance for staff when the Real Canadian Superstore was struggling to find workers to stock the shelves wasn't easy. But, says the Lethbridge store's hiring co-ordinator Tammy Howard, with a little creative thinking, it can be done.

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LOCATION: **LETHBRIDGE**
TYPE OF BUSINESS: **RETAIL**
NUMBER OF EMPLOYEES: **ABOUT 320**

Finding creative solutions

to recruitment challenges comes about through a process of thinking of and trying out new ideas.

Store management began to turn the staffing situation around when they realized a major problem was keeping the shelves stocked—and that the task could be done at night, recalls Howard. The move to nocturnal shelf stocking has worked well, she says. There are fewer no-shows and the work gets done more easily with fewer customers in the store. Although some departments within the store were already restocking at night, more have made the switch. "Now," says Howard, "the supervisors aren't so stressed."

The then acting store manager came up with the idea of hiring homeless people, sought approval from his regional manager and approached the community's homeless shelter to seek help. After discussions with shelter staff, he hired eight to 10 of their clients to stock shelves overnight. The move brought the store some much-needed help and eased up on the shelter, which was "bursting at the seams," says Howard, adding that these employees had to go through the same hiring process as anyone else.

The store also recruits staff from agencies that find jobs for people, including one that places youth who have dropped out of school. As well, the store got on the schedule for Employer Connections, weekly job fairs held at Alberta Employment and Immigration offices throughout the province.

Approaching employees at other businesses has also brought staff to the store. Bold as it may sound, Howard says, "We have recruited from other businesses. In today's market we can't sit and wait for people to come in the door."

Every few months an employee referral program kicks in, with notices going up in the staff room asking staff to bring in their referrals. "If the person passes the 240 probationary hours, the (referring) employee gets a $250 bonus," Howard says, adding that the program works because the employees bring in people they know will stay.

When taking applications, hiring co-ordinator Tammy Howard talks to the potential employee and if the chat goes well, she follows her instincts and offers the person a job right away. Placing the new hire in the right department is important to keeping that person—and it needs to be done "right off the bat, so they don't move around and then leave."

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She notes that supervisors are excited by the results of the energetic recruitment program "because they can stay on top of things. It takes a lot of pressure off the supervisors."

Previously, some supervisors worked 50 to 60 hours a week to get everything in place. Now they've pulled back to 40 hours, Howard says. They can do their job and go home at the end of the day.

Now that the store is close to being fully staffed, management can think more about retention. "The pressure before has always been on hiring," she says. Howard, who previously worked in the floral department, is the first person to hold the position of hiring co-ordinator since the store opened in 2005. She says having a person focused on hiring has made a difference.

When taking applications, she talks to the potential employee and if the chat goes well, she follows her instincts and offers the person a job right away. Placing the new hire in the right department is important to keeping that person—and it needs to be done "right off the bat, so they don't move around and then leave."

Along with several other employers interviewed for this publication, Howard stresses that retention needs a multi-pronged approach. Benefits for full- and part-time workers who carry a minimum number of hours attract staff.

An annual Christmas party, other social events and draws all help develop a close-knit feeling—and happy staff are more inclined to stay.

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Recruitment:
FIND THE TALENT YOU NEED

Good recruitment begins with good planning. As you get started, describe your organization's values, goals, policies and practices. What is your organization's vision and mission? What do you have to offer employees? Why would someone want to work in your organization? Becoming knowledgeable about the following points will make the hiring process more efficient and effective.

KNOW YOUR HIRING NEEDS.
Identify the changes that might create a need for new employees, skills or qualities.

KNOW THE WORK.
Assess the skills of your current employees and consider training, work reorganization or job redesign to meet future skills needs.

KNOW WHAT YOU ALREADY HAVE.
Identify the main tasks, key responsibilities, knowledge, skills and attitudes required, as well as essential and special skills or qualifications.

KNOW THE LABOUR MARKET.
Be aware of competing organizations, skills in short supply and competitive salary for the work.

KNOW YOUR TALENT SOURCES.
Consider candidates such as Aboriginal people, immigrants, older workers, persons with disabilities, visible minorities, youth and women.

KNOW YOUR OPTIONS.
Implement recruitment strategies that suit your corporate culture and that your staff would support. Provide the resources needed to support each option.

From the tip sheet
Employers: How to Find and Keep Valued Employees
available at **alis.alberta.ca/tips**

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SPRUCELAND MILLWORKS INC.

TAKING CARE OF THEIR PEOPLE KEY TO RETENTION

From chartering a plane to take employees on a Christmas holiday to Mexico to sponsoring trips to the Third World for employees volunteering to help the needy, Spruceland Millworks has an imaginative approach to attracting and keeping good employees.

LOCATION: SPRUCE GROVE AND FORT ASSINIBOINE
TYPE OF BUSINESS: FOREST PRODUCTS (SPECIALTY SOFTWOOD LUMBER)
NUMBER OF EMPLOYEES: 130 (SPRUCE GROVE), 30 (FORT ASSINIBOINE)

The company dramatically reduced its staff turnover with a combination of strategies that go beyond traditional benefits, says Stacey Thorburn, leader of People Care, Skill Development & Safety at the family-owned company.

Staff shortages were uncommon at Spruceland Millworks until about four years ago, when the emerging boom and the retirement of 15 to 20 employees put the pressure on. In 2005 the company experienced an employee turnover rate of 70 per cent, the highest in its history. "That's when we really started doing our homework," says Thorburn.

By 2006, the company had practices in place that cut employee turnover by two-thirds. That same year, Spruceland became the first forest products company to be named one of Canada's top employers by Mediacorp Canada Inc., publishers of *Canada's Top 100 Employers*. The company's success in retaining staff continues, with full staffing in 2007.

The key to Spruceland's turnaround is to "just look after your people," says Thorburn. Using this approach, the company's management team, consisting of its two owners, Ben and Willy Sawatzky and 10 supervisors and managers, initiated several actions to address the staffing challenge.

One change was to create Thorburn's position. Thorburn, who has been with the company for 24 years, knows the employees, industry and company culture. He has two human resources staff members to assist him.

Once in his new position, Thorburn immediately began meeting an employee from each of the 11 crews for breakfast every day to learn about their concerns. The management team also conducted surveys, asking employees what they liked and didn't like about their jobs and what could be improved.

One trend that quickly became apparent from discussions with employees was that the traditional benefits program didn't serve all employees. Young employees living with their parents, for example, weren't interested in all benefits, while older workers were. "We had to learn that we had different groups here," says Thorburn. "We put more up front money into the starting people with fewer benefits because benefits weren't as important to them. As people stay longer, we give them more bonuses, perks and benefits for time served and for the quality of their work."

Although any of the jobs at Spruceland could be a lifetime career, the company also realized that "young people want to know they have something to work toward," says Thorburn. "So we've made training a big thing here.

"YOUNG PEOPLE WANT TO KNOW THEY HAVE SOMETHING TO WORK TOWARD," SAYS STACEY THORBURN, LEADER OF PEOPLE CARE, SKILL DEVELOPMENT & SAFETY. "SO WE'VE MADE TRAINING A BIG THING HERE. IT'S NOT JUST ABOUT PILING LUMBER."

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SPRUCELAND MILLWORKS INC.: TAKING CARE OF THEIR PEOPLE KEY TO RETENTION

It's not just about piling lumber. We want them to learn more positions like planer operations or crew leader positions. The positions do pay reasonably well and they provide consistent work." Cross-training is achieved by moving people around as much as possible. Staff with leadership abilities are identified early on and mentored for future crew leader positions.

Employees who have worked for Spruceland more than a year have the opportunity to become company shareholders, an initiative begun in 2005. In addition, staff are provided with a subsidized on-site cafeteria and free use of a fully equipped gym.

Company-sponsored volunteer projects in the Third World bring another rewarding dimension to the lives of participating employees.

The company has a long history of employee appreciation events. Throughout its 25 years, Spruceland has sponsored 15 company trips, chartering a plane and paying for travel and expenses for one-week Christmas holidays to popular seaside destinations. Each employee is offered between one and four tickets. They also have the opportunity to work extra time in the spring to make up for income lost during the break.

Other family-oriented employee events, such as renting the water park at West Edmonton Mall, take place during the year. The employer recently spent $100,000 to host the company's family Christmas party. "In 2007, we had at least half our staff go home with extra money in their pockets from our company game ("Family Feud")," says Thorburn.

Company-sponsored volunteer projects in the Third World bring another rewarding dimension to the lives of participating employees. In spring 2007, Spruceland donated lumber and paid travel expenses to the Dominican Republic for 16 employees. They volunteered their time and labour to help establish a safe drinking supply in the village of Los Algodones. One week counted as the employee's vacation time, while Spruceland paid for the second week. Another trip will be arranged soon to the same place to build 24 homes donated by Spruceland.

The efforts have paid off, says Thorburn. Spruceland is holding its own in a tough market. One unexpected effect of Spruceland's recent initiatives is that when employees from other countries are joined by other family members in Canada, "they recommend Spruceland as a great place to work," says Thorburn. "That's a great spin-off that comes from taking care of our people."

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Retention:
KEEPING VALUED EMPLOYEES

Good retention doesn't just happen. It's the result of planning and careful attention to what matters most to the people who work for you. Consider the following points when building your retention plan.

KNOW WHY THEY CAME (OR NOT!).
Interviews and surveys of new hires may provide you with rich information about what draws people to your organization—things you can highlight and build upon. It can also tell you areas for improvement.

KNOW WHY THEY STAY.
Informal conversations, formal interviews and staff satisfaction surveys are a good way to find out what's working well and what isn't. Be sure to respond to any feedback with action or with an explanation of why the organization can't respond.

KNOW WHY THEY LEAVE.
Keep records about turnover and look for patterns. Use the results to help you formulate goals and targets for your retention plan, assign accountabilities and evaluate your progress.

ANTICIPATE TURNOVER TRIGGERS.
Turnover "triggers" might be companywide (e.g. mergers, restructuring, changes in technology or location) or personal (a good friend left the company, negative incident with a supervisor, poor performance appraisal). As you plan and review changes in your workplace, consider who might be negatively affected and take steps to ensure these events don't become trigger points for your employees.

KNOW YOUR OPTIONS.
Develop a mix of strategies based on employees' ideas, insights and suggestions, consult with business colleagues or gather information on human resource practices.

MEASURE AND EVALUATE.
Include steps to evaluate whether or not your strategies are working. Then put measures in place to collect the information you need, establish accountabilities and timelines, and collect and analyze the data.

From the Tip Sheet
Employers: How to Find and Keep Valued Employees
available at **alis.alberta.ca/tips**

I ♥ my job

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RESOURCES FOR EMPLOYERS

The following is a sample of the resources available to assist employers with information, programs and services.

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ALBERTA EMPLOYMENT AND IMMIGRATION (E&I)

Employers can access information about recruitment and retention strategies, work-life balance, workplace health and safety, the labour market, Alberta's employment standards and other workplace topics from Alberta Employment and Immigration at **employment.alberta.ca.**

E&I PUBLICATIONS

To get your copy of the following free publications:

- **Order or download** a copy from the Alberta Learning Information Service (ALIS) website at **alis.alberta.ca/publications.**
- **Call the Alberta Career Information Hotline** at 1-800-661-3753 toll-free in Alberta or 780-422-5283 in Edmonton.
- **Visit an Alberta Employment and Immigration service centre** for publications and help with attraction and retention issues. Call the Hotline for information about the centre nearest you or visit **employment.alberta.ca/offices.**

Better Balance, Better Business: Options for work-life issues

Employee or Contractor? Know the difference

Employing a Diverse Workforce: Making it work

Employment Series for Persons With Disabilities: Tips for employers

Finders and Keepers: Recruitment and retention strategies

Labour Market Information for Your Business: A practical guide

Safe and Healthy: A Guide to managing an aging workforce

Skills by Design: Strategies for employee development

Labour Market Information

For labour market information, including labour force profiles, visit the Alberta Employment and Immigration website at **employment.gov.ab.ca/lmi.**

Tip Sheets

A number of short, easy-to-read articles on career, learning and employment topics are available at **alis.alberta.ca/tips.** Search alphabetically or by audience (including employers), keyword or topic. The following list of tip sheets focus on going beyond pay and benefits.

Bridging the Generation Gap at Work

Employers: How to Find and Keep Valued Employees

Employers: How to Take Your New Hire From Orientation to Integration

Employers: 70 Ways to Reward Your Workers

Employers: Eight Great Ways to Develop Your Employees

Employers: How Work-Life Balance Can Benefit Your Business

E&I PROGRAMS AND SERVICES

The department provides programs and services to support workplaces that are safe, healthy, fair and stable for employees and employers. E&I is also responsible for workforce development initiatives and for financial, health benefits, child support services and employment training support for Albertans in need.

Aboriginal Training Programs

Supports partnerships between the private sector, government and First Nations, Métis and Aboriginal communities and helps First Nations, Métis and Aboriginal people find and maintain meaningful employment.

Website: **employment.alberta.ca/fntep**

Alberta Adult Health Benefit

The Alberta Adult Health Benefit provides coverage for prescription drugs, eye exams and glasses, dental care, essential diabetic supplies and emergency ambulance services to eligible clients leaving Income Support for work or because of an increase in Canada Pension Plan Disability benefits. Pregnant women and households with high ongoing prescription drug needs can also apply for this benefit. Eligible persons are also enrolled the Alberta Health Care Insurance premium-free group.

Phone: 1-877-469-5437 toll-free or 780-427-6848 in Edmonton.

Website: **employment.alberta.ca/ahb**

Alberta's Official Immigration Website

Provides information, education and guidance to interested Alberta employers, as well as prospective workers, in the process of attraction, recruitment and retention of foreign workers.

Website: **www.albertacanada.com/immigration** (select Help for Employers)

Alberta Works

Helps employers meet their need for skilled workers and helps Albertans with low incomes cover their basic costs of living. The program includes employment and training services, income support, child support services and health benefits.

Phone: 1-866-644-5135 toll-free or 780-644-5135 in Edmonton.

Website: **employment.alberta.ca/albertaworks**

Building and Educating Tomorrow's Workforce

Supports employers through industry-specific strategies to help inform, attract, develop and retain workers.

Website: **employment.alberta.ca/betw**

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Canada-Alberta Job Order Bank Services (JOBS)

Job Bank for Employers lets employers post their job openings free of charge.

Websites: **alis.alberta.ca/employment/jp or www.jobbank.gc.ca**

Disability Related Employment Supports (DRES)

DRES provides assistance for Albertans with disabilities to maintain employment. Assistance may include a job coach, job mediator, mentor and workplace modifications.

Website: **employment.alberta.ca/dres**

Employment Standards

Provides resources and education programs to help employers and employees better understand their rights and obligations under Alberta's *Employment Standards Code*.

Phone: 1-877-427-3731 toll-free or 780-427-3531 in Edmonton.

Website: **employment.alberta.ca/es**

Employer Toolkit

This online resource has a comprehensive list of information and services for employers. Resources and services are grouped into four sections: Inform, Attract, Develop and Retain.

Website: **employment.alberta.ca/etoolkit**

Labour Market Partnerships

Provides funding to develop and support projects with industry, business, community and employer groups that have common labour market needs. The program supports short-term projects, including conducting research or developing strategic plans, undertaken by groups of three or more partners who represent various segments of an industry or community.

Website: **employment.alberta.ca/wp**

Workplace Health and Safety

Provides occupational health and safety information and promotes health and safety through partnerships, education and enforcement of the *Occupational Health and Safety Act*.

Phone: 1-866-415-8690 toll-free or 780-415-8690 in Edmonton.

Website: **employment.alberta.ca/whs**

Youth Connections

Connects young people with businesses looking for employees.

Website: **employment.alberta.ca/youthconnections**

OTHER GOVERNMENT OF ALBERTA RESOURCES

Contact the Government of Alberta Call Centre for general inquiries on Alberta government programs and services.

Phone: 310-0000 toll-free in Alberta.

Persons who are deaf or hard of hearing with TTY equipment call 780-427-9999 in Edmonton or 1-800-232-7215 toll-free in other Alberta locations.

Phone lines are open from 8 a.m. to 6 p.m. Monday through Friday. Voice mail is available after hours.

Website: **services.gov.ab.ca**

GOVERNMENT OF CANADA RESOURCES

For information about federal government programs and services or to be directed to a Canadian government office, call 1-800-O-Canada (1-800-622-6232). Assistance is available from 8 a.m. to 8 p.m. Monday through Friday.

Deaf or hard of hearing callers with TTY equipment, call 1-800-465-7735 toll-free throughout Canada.

Aboriginal Workforce Participation Initiative

Produces an Employer Toolkit with models, contact lists, recruitment services and sources of awareness and training programs geared to Aboriginal employment.

Website: **www.ainc-inac.gc.ca/ai/awpi**

The Business Link

The Business Link provides information and advice about business start-up, incorporation, financing, loans, regulatory requirements, exporting and product sourcing.

Website: **canadabusiness.ca/alberta**

ADDITIONAL RESOURCES

Hewitt Associates

To find out more about Hewitt Associate's Best Employers in Canada study, or for information on employee engagement and other recruitment and retention topics, visit **www.hewitt.com/bestemployerscanada.**

Mediacorp Canada

To find out more about Canada's Top 100 Employers, a competition organized by Mediacorp Canada Inc., visit **www.canadastop100.com.**

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FEEDBACK

We'd like to hear from you . . .

BEYOND PAY AND BENEFITS:
ALBERTA EMPLOYERS' EFFECTIVE PRACTICES

Date _____

Send your comments to the address or fax number provided at the bottom of this page.

What specific information in this publication did you find useful? How did it help you?

How could we improve this publication? What was not useful?

Do you have any suggestions for other information or other publications that would be of value to you?

PLEASE RETURN THIS FORM TO

People, Skills and Workplace Resources
Alberta Employment and Immigration

Mail:
12th Floor, South Tower, Capital Health Centre,
10030–107 Street, Edmonton, AB T5J 3E4
or
Fax: 780-422-5319

To view a complete list of our publications, visit alis.alberta.ca/publications

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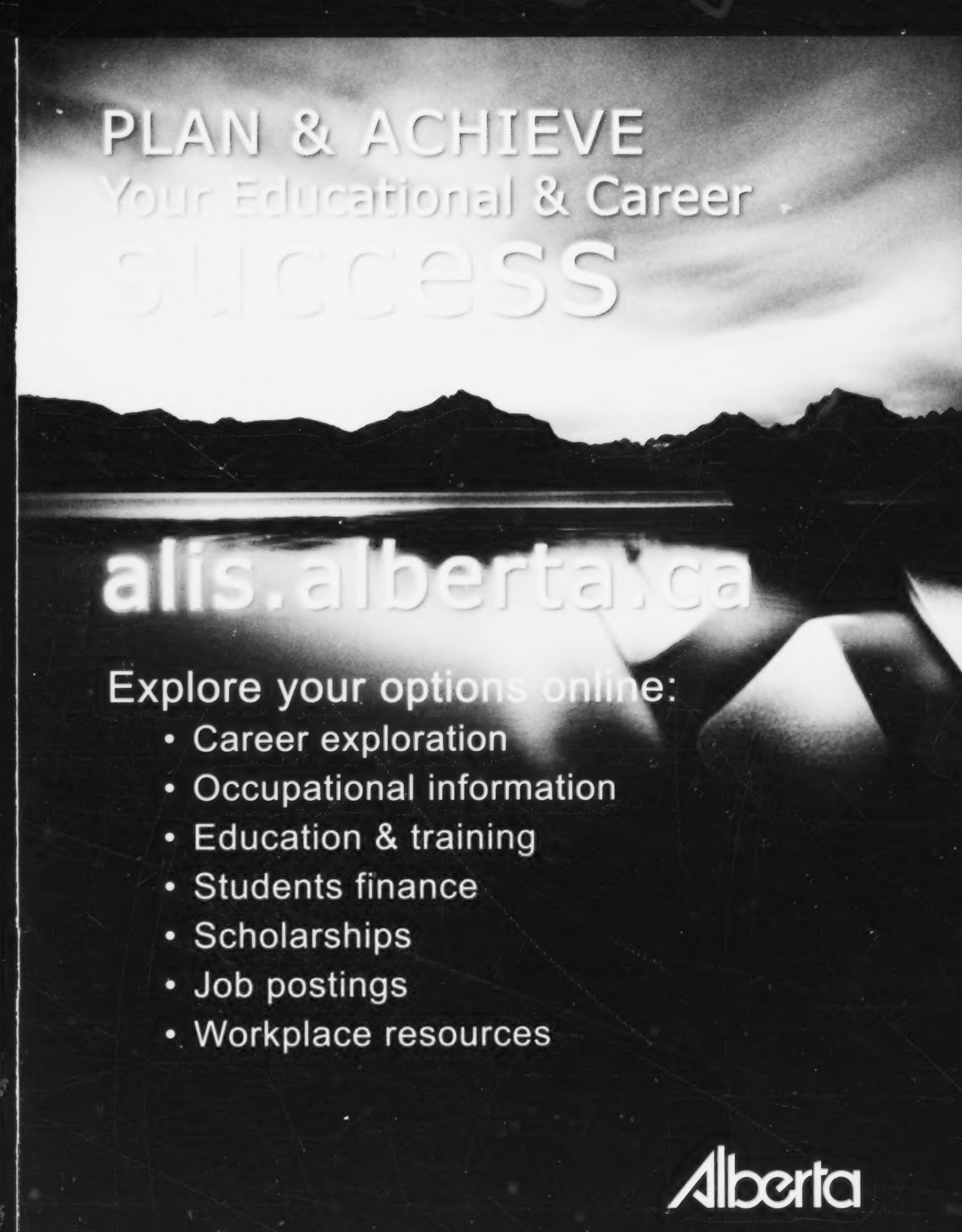
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Your Educational & Career
success
alis.alberta.ca
Explore your options online:
• Career exploration
• Occupational information
• Education & training
• Students finance
• Scholarships
• Job postings
• Workplace resources
Alberta

Are you an Alberta employer

looking for strategies that go beyond the pay and traditional benefits to attract and keep workers?

Beyond Pay and Benefits features the actions of nine Alberta employers who are tackling the issue of labour shortages—and the positive results they've achieved. Their stories describe creative options to attract and keep staff, show what workers look for in a job and provide insights about employee engagement. You'll also find a helpful list of publications, online resources and other materials to help you move beyond pay and benefits.